

CONCORDIA UNIVERSITY  
Faculty of Engineering and Computer Science

Notes of Meeting 93-3  
of the  
Engineering and Computer Science Faculty Council  
held  
Monday, February 22, 1993

Present: Professors M.N.S. Swamy, (Chair), M.O. Ahmad, B. Ashtakala, C. Bédard, S. Cheung, T. Fancott, P.P. Fazio, J.C. Giguère, K. Ha-Huy, F.D. Hamblin, A.M. Hanna, M.O.M. Osman, O.A. Pekau, T. Stathopoulos; Prof. B. MacKay (V.-R. Academic Rep.), Prof. G.H. Vatistas (Graduate Studies), Lee Harris (Library), D. Bauer (U/G Rep.), J.L. Hall (Secretary).

Absent with apology: Profs. V.S. Alagar, R.B. Bhat, W.M. Jaworski, K. Khorasani, T. Krepec, A. Krzyzak, V.N. Latinovic, J. Opatrny, R.V. Patel, R. Shinghal, K. Thulasiraman, G.D. Xistris; T.L. Swift (Registrar's Office), M. Cinquino, (U/G. Rep.).

Note: This was a special meeting of Faculty Council called to complete the agenda of the meeting of February 12, 1993. However, due to the snowstorm, **quorum was not established**. Nevertheless, since the attendance was only **one member short of quorum**, it was decided to hold discussions on the items listed on the agenda in order to provide the Chair with a consensus of Faculty opinion about the items which are to be discussed at the March 5th. meeting of Senate

1. Report of the Ad Hoc Committee on the Revision of the Composition, Rules and Procedures of the Evaluation Committees and Advisory Search Committees, (ECFC Doc 93-1-2) and Interim Report of the Senate Ad Hoc Committee on the Selection and Evaluation of Senior Administrators (ECFC Doc 93-1-3). (Note: Documents distributed at January meeting.)

A further document entitled "The Selection and Evaluation of Senior Academic Administrators: A Framework for Discussion" (ECFC Doc. 93-2-5) had been distributed to Council during the February 12th. meeting. This document was a further summation of the two previous documents (ECFC Doc. 93-1-2 and ECFC Doc. 93-1-3) which had been produced by the Senate Ad Hoc Committee referred to above.

Since two of the above documents would be continuously referred to during these deliberations, for the sake of brevity, it was agreed that they would be identified as:

- report # 1 (ECFC Doc. 93-1-2) and,
- report # 2 (ECFC Doc. 93-2-5).

The Chair suggested that the discussions for this item be held in the following order:

- 1.1 Short list and feedback
- 1.2 Confidentiality
- 1.3 Profile of candidate
- 1.4 Composition of committees
- 1.5 Flow charts (The Approval Process)

#### 1.1 Short list and feedback

Consensus was that Council was in agreement with:

recommendation # 28 (publication of names of short list candidates) of report #1,

recommendation # 29 (meeting with short list candidates) of report #1, and

recommendation # 4 (pg. 13 & 14 ) of report # 2 (Screening, Interviewing and short list of candidates), and

recommendation # 5 (pg. 14) of report # 2 (Consultation on the short listed candidates).

#### 1.2 Confidentiality

Council supports report # 1 recommendation # 23 (presumption of respect of confidentiality),

Council recommends that report # 1 recommendation # 24 be changed to read:

**"That in the case of breach of confidentiality, to ensure due process, a complaint will be made under the Code of Conduct (Non-Academic)."**

Council supports report #1 recommendation # 25 (irregularities or improprieties in the proceedings of an advisory selection committee),

Council supports report #2 statements under item number 3 (Confidentiality and Rules of Natural Justice) contained on pages 12 & 13 of that report.

#### 1.3 Profile of candidate

Council prefers the statements and approach outlined on pages 7 & 8 of report # 1 (para. 2.4 "Profile of the Ideal Candidate") to those stated on page 12 of report # 2 (item 2 "Profile of the Ideal Candidate")

#### 1.4 Composition of committees

For purposes of this discussion, Council used the format contained in report # 2 (pages 5 through 11). The following, therefore, reproduces the same format for the composition of each committee with Council's recommended changes indicated in **bold type** and those categories in which changes are proposed are marked with an asterisk (\*).

##### Search Committee for the Selection of the University Rector

- 1 Chair, who shall be the Chair of the Board of Governors;
- 3 Members of the Board of Governors;
- \* 4 **Faculty members, one from each Faculty, selected by the appropriate Faculty Council, recommended to the Senate thence, upon approval, recommended to the Board of Governors;**
- 1 Member of senior management (a Vice-Rector or Dean), selected by themselves, and recommended to the Board of Governors;
- \* 1 Undergraduate student, selected by the **undergraduate** Students' Associations, and recommended to the Board of Governors;
- \* 1 Graduate student, selected by the Graduate Students' Associations, and recommended to the Board of Governors;
- 1 Member of the administrative and support staff, nominated in conformity with the Electoral College Policy, and recommended to the Board of Governors;
- \* 12

Search Committee for the  
Selection of the Vice -Rector, Academic

- 1 Chair, who shall be the the Rector;
- \* 2 Members of the Board of Governors;
- \* 4 **Faculty members, one from each Faculty, selected by the appropriate Faculty Council, recommended to the Senate thence, upon approval, recommended to the Board of Governors;**
- 1 Faculty member selected by the elected faculty members of the Senate, and recommended to the Board of Governors;
- 1 Member of senior management (a Vice-Rector or Dean), selected by themselves, and recommended to the Board of Governors;
- \* 1 Undergraduate student, selected by the **undergraduate** Students' Associations, and recommended to the Board of Governors;
- \* 1 Graduate student, selected by the Graduate Students' Associations, and recommended to the Board of Governors;
- \* 1 Member of the administrative and support staff **of the academic sector**, nominated in conformity with the Electoral College Policy, and recommended to the Board of Governors;

Search Committee for the  
Selection of the Vice -Rector, Institutional Relations and Finance

- 1 Chair, who shall be the the Rector;
- \* 2 Members of the Board of Governors, **both** of whom shall be external members of the Board;
- \* 4 Faculty members, **one from each Faculty, selected by the appropriate Faculty Council, recommended to the Senate thence, upon approval, recommended to the Board of Governors;**
- 1 Member of senior management (a Vice-Rector or Dean), selected by themselves, and recommended to the Board of Governors;
- \* 1 Undergraduate student, selected by the **undergraduate** Students' Associations, and recommended to the Board of Governors;
- \* 1 Graduate student, selected by the Graduate Students' Associations, and recommended to the Board of Governors;
- \* 2 Members of the administrative and support staff, nominated in conformity with the Electoral College Policy, **one from the academic sector and one from a unit that reports to the Vice-Rector, Institutional Relations and Finance, and recommended to the Board of Governors;**
- \* 12

Search Committee for the  
Selection of the Vice -Rector, Services

- 1 Chair, who shall be the the Rector;
- 2 Members of the Board of Governors, one of whom shall be an external member of the Board;
- \* 4 Faculty members, **one from each Faculty, selected by the appropriate Faculty Council, recommended to the Senate thence, upon approval, recommended to the Board of Governors;**
- 1 Member of senior management (a Vice-Rector or Dean), selected by themselves, and recommended to the Board of Governors;
- \* 1 Undergraduate student, selected by the **undergraduate** Students' Associations, and recommended to the Board of Governors;
- \* 1 Graduate student, selected by the Graduate Students' Associations, and recommended to the Board of Governors;
- \* 2 Members of the administrative and support staff, nominated in conformity with the Electoral College Policy, **one from the academic sector and one from a unit that reports to the Vice-Rector, Services, and recommended to the Board of Governors;**

Search Committee for the  
Selection of the Dean of the School of Graduate Studies

- 1 Chair, who shall be the the Vice-Rector, Academic;
- 1 Member of the Board of Governors;
- \* 4 Faculty members, **one from each Faculty, selected by the appropriate Faculty Council, recommended to the Senate thence, upon approval, recommended to the Board of Governors;**
- \* 2 Faculty members from different faculties, selected by the elected faculty members of the **Council of the School of Graduate Studies, recommended to the Senate thence, upon approval, recommended to the Board of Governors;**
- 1 Member of senior management (a Vice-Rector or Dean), selected by themselves, and recommended to the Board of Governors;
- \* 2 Graduate students, representing two different Faculties selected by the Graduate Students' Associations, and recommended to the Board of Governors;
- \* 1 Member of the administrative and support staff **of the academic sector, nominated in conformity with the Electoral College Policy, and recommended to the Board of Governors;**

Search Committee for the  
Selection of Faculty Deans

- 1 Chair, who shall be the the Vice-Rector, Academic;
- 1 Member of the Board of Governors;
- \* 4 Faculty members from **different departments/units** of the Faculty selected by its Council and recommended to the Board of Governors;
- \* 2 Faculty members from outside the Faculty selected by *(delete)* ~~the elected faculty members of~~ the Senate, and recommended to the Board of Governors;
- 1 Member of senior management (a Vice-Rector or Dean), selected by themselves, and recommended to the Board of Governors;
- 1 Undergraduate student from the Faculty selected by the Undergraduate Students' Association representing the Faculty, and recommended to the Board of Governors;
- \* 1 Graduate student, from the Faculty, selected by the Graduate Students' Association **representing the Faculty**, and recommended to the Board of Governors;
- \* 1 Member of the administrative and support staff **of the Faculty**, nominated in conformity with the Electoral College Policy, and recommended to the Board of Governors;



Search Committee for the  
Selection of the Director of Libraries

- 1 Chair, who shall be the the Vice-Rector, Services;
- 1 Member of the Board of Governors;
- \* 4 Faculty members, **one from each Faculty, selected by the appropriate Faculty Council, recommended to the Senate thence, upon approval, recommended** to the Board of Governors;
- 2 Librarians, selected by themselves, and recommended to the Board of Governors;
- \* 1 Undergraduate student, selected by the **undergraduate** Students' Associations, and recommended to the Board of Governors;
- \* 2 Graduate students, **representing two different Faculties** selected by the Graduate Students' Associations, and recommended to the Board of Governors;
- 1 Member of the Library support staff, nominated in conformity with the Electoral College Policy, and recommended to the Board of Governors;
- \* 12

### 1.5 Flow charts (The Approval Process)

Although Council supports recommendation # 39 of Report #1 (conflict resolution) changes must be made to the content of item number 5 of section 3.6 (Conflict Resolution Mechanism) on page 15 of report #1. Council feels that the Board of Governors cannot substitute itself for the Selection Committee. Therefore option 2 ( which reads "*appoint candidate "B" or candidate "C" if it is satisfied that either of these candidates is better than candidate "A";*") in that paragraph must be deleted and the paragraph be rephrased as follows:

"5) Should the committee persist in recommending candidate "A", the recommendation should be brought to the Board for the second time. The Board should then discuss the recommendation on its merits and in light of the information it may have gathered on the subject. At the end of the debate, the Board of Governors has two (2) options. it may 1) accept the recommendation of the advisory selection committee and appoint candidate "A"; or 2) decide to disband the committee if it deems appropriate to do so."

Also that recommendation # 33 of report # 1 be modified to reflect the above changes.

Council feels that any report to the Board from a selection committee should include a minority report if a recommended selection is not unanimous. Therefore recommendation # 32 of report # 1 should be modified as follows:

"That the report of the advisory selection committee be reasoned, reflect the committee's conclusions, be signed by all the committee members, and indicate the vote, **including any counter opinions.**"

## 2. Report from the SCAPP Sub-Committee on Academic Priorities. (ECFC DOC. 93-2-2)

The document entitled "Report from the SCAPP Sub-Committee on Academic Priorities" had been sent to the Faculty Deans for review and discussion at the Faculty level. This document (ECFC Doc. 93-2-2) was subsequently sent to the Faculty units by the Dean on 18 January, 1993 with a request that it be discussed within the units and that their views be submitted. The purpose of this item was therefore to synthesize the reviews into a Faculty opinion.

The discussion covered the following points:

- This document deals with Academic Sector priorities only. The other sectors (i.e. Vice-Rector Institutional Relations and Finance and

Vice-Rector, Services) must be included in the process. Therefore, there should be similar "flow charts" for the other sectors

- That, at present some integration is taking place through the offices of the V-R, Inst. Rel. and Finance since they are the ones putting together the budgets. However the integration has to take place at the planning stage not after the budgets are decided.
- That the 'centrality" of the institution is through the academic units. As a result other services are there to support the academic units and their plans and budgets should be dependant upon those of the academic requirements. In spite of this the support units have developed their own mission statements which are not compatible with those of the academic units.
- The administrative units have their own planning processes (probably in advance of SCAPP) but SCAPP has the right to review the budgets of all other units.
- Since the academic process is truly an academic exercise the resulting commitments should go to the Office of the Rector. To be effective the input from that Office is essential.

As a result of lack of time for further discussion, the Chair suggested that unit heads send their input to the Vice-Rector Academic with a copy to his attention.

### 3. Adjournment

The meeting adjourned due to the late hour and dwindling attendance.